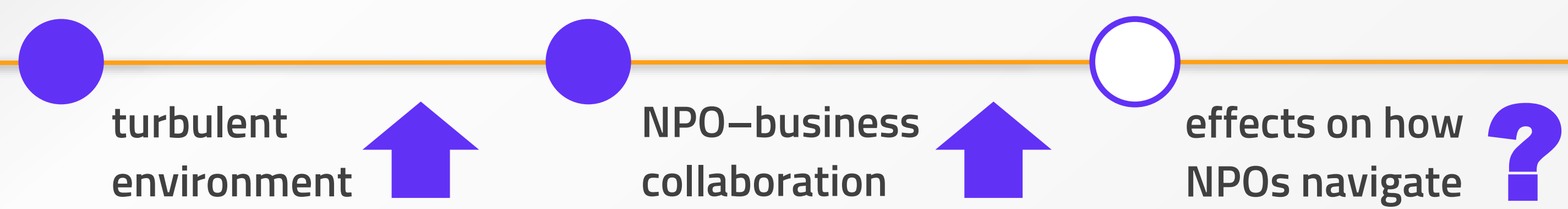


# NONPROFIT–BUSINESS COLLABORATION: EXPLORING DYNAMICS FROM THE NONPROFIT PERSPECTIVE

## RESEARCH PROBLEM



Nonprofit organisations (NPO) play an important role in disaster response and recovery for communities, and yet they operate in environments characterised by increasing resource constraints and escalating delivery demands. At the same time, NPOs face pressure to radically adapt and transform the way they work, a challenge which many struggle to contend with. This turbulence drives NPOs to seek opportunities through collaboration with business. **The problem is, we do not fully understand the effects on how NPOs adapt to, or navigate within, environmental turbulence.**

## RESEARCH QUESTION & OBJECTIVES

How do the **dynamics** of NBC **relate** to how nonprofit organisations are **navigating** turbulent environments?

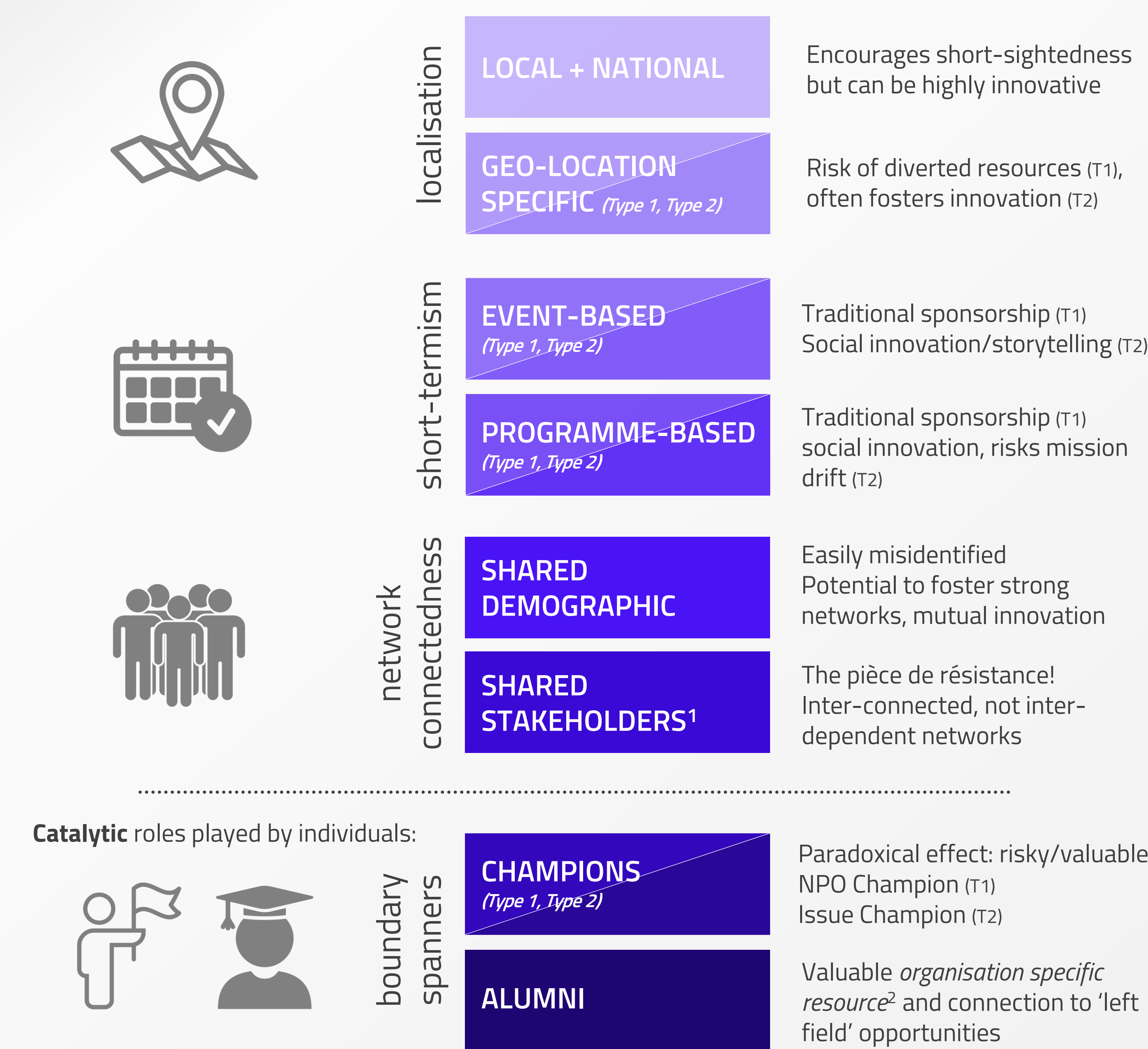
Understand:

1. the NPO **experience** of NBC across a variety of types;
2. a range of organisation specific **contexts**;
3. the **nature** of a range of NBC types;
4. how the above **combine and relate** in the context of how NPOs navigate in turbulent environments.

**Dynamics** - patterns of behaviour  
**Navigation** – ability + direction

## FINDINGS: NATURE OF NBC TYPES IDENTIFIED

Categorical **themes**, **types** of NBC identified, and example **characteristics**:

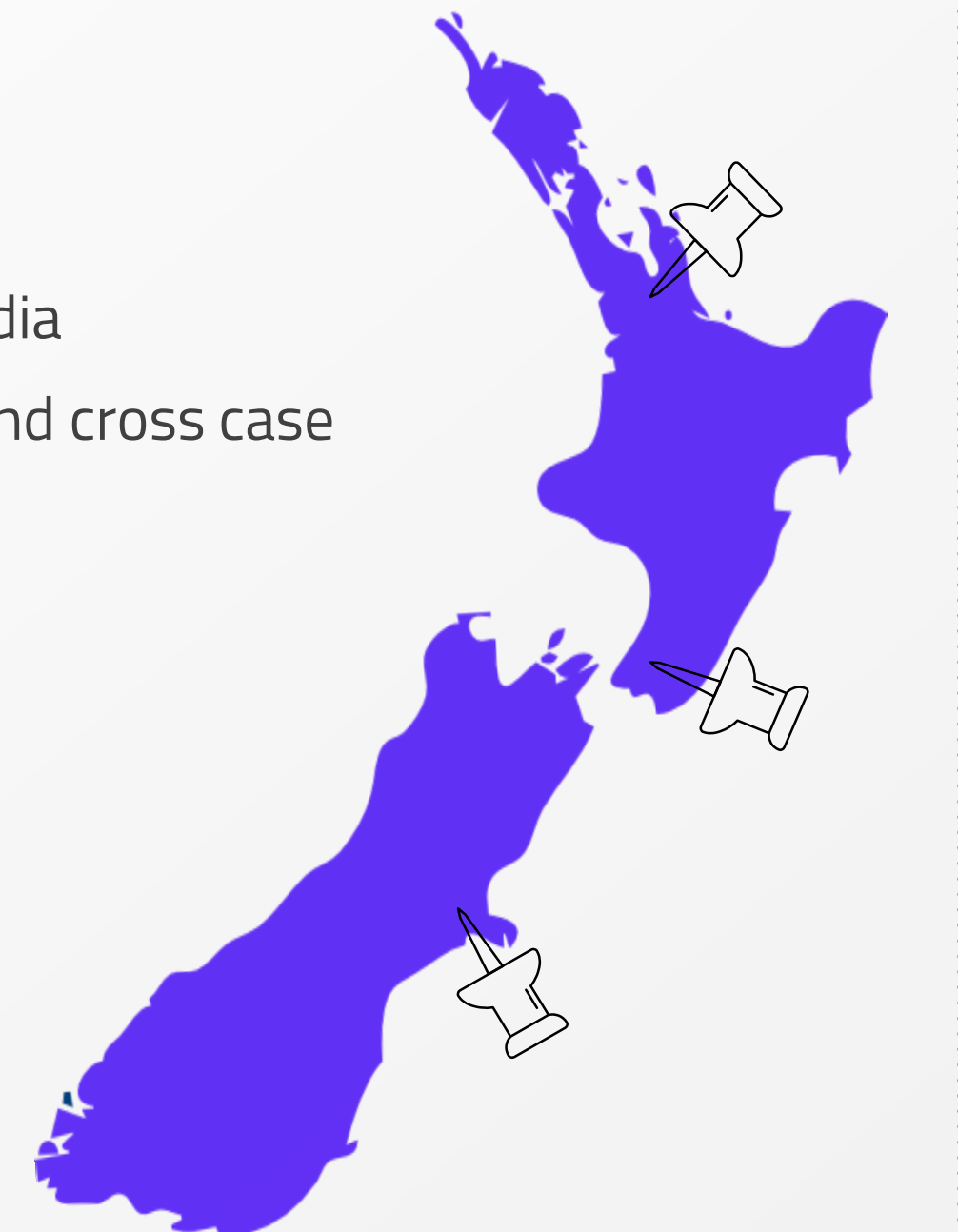


## METHODOLOGY

- Embedded multiple case study
- Qualitative data: Interviews, documents, digital media
- Inductive and emergent thematic analysis, within and cross case

**03** NZ CITIES  
**10** NPOs  
**13** NBCs  
**28** DECISION MAKERS

**NPO** - nonprofit organisation  
**NBC** - nonprofit-business collaboration

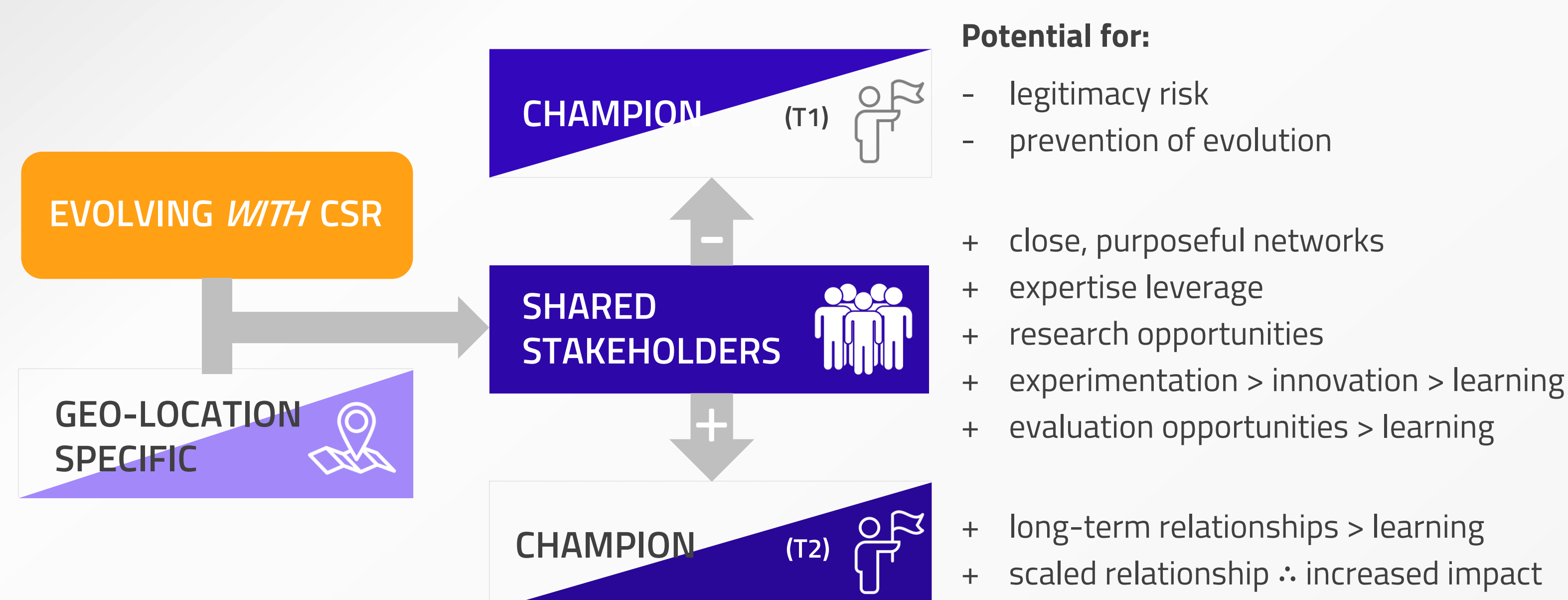


## FINDINGS: DYNAMICS IDENTIFIED



## FINDINGS: EXAMPLE COMBINATION

Fig. 1 One example of how NBC type and dynamics can combine and how they relate NPO operations



## FINDINGS: ADAPTIVE CAPACITY–NBC TYPE

Fig. 2 Types of NBC identified and the features of adaptive capacity<sup>3</sup> that are affected

		NBC TYPES				
		Shared Stakeholders	National + local	Programme-based	Geo-location specific	Shared Demographic
NPO ADAPTIVE CAPACITY	True collaboration	Yes	Yes	Yes	Often	Occasionally
	Responsiveness and relivance	Yes	Yes	Yes	Often	Occasionally
	Learning orientation	Yes	Yes	Yes	Often	Occasionally
	Network connectedness	Yes	Yes	Yes	Often	Occasionally
	Innovativeness	Yes	Yes	Yes	Often	Occasionally
	External orientation	Yes	Yes	Yes	Often	Occasionally
	Distributed leadership	Yes	Yes	Yes	Often	Occasionally
	Mission driven	Yes	Yes	Yes	Often	Occasionally
		Key: Yes Often Occasionally				

## CONCLUSIONS

NBC has the potential to create **positive and negative** effects. By evolving **with** business, NPOs operate on **shorter timeframes** and often **more local scales**; as a result, they appear more **effective in the short-term**, but **risk long-term efficacy** and a **misallocation of resources**. Individual actors play a powerful role; they have the potential to **increase NPO impact**, while also **increasing risks** associated with commercial activity. The potential implications of this study are important in increasingly complex environments, where man-made challenges and natural disasters affect political, social, and ecological domains.

## REFERENCES

- <sup>1</sup> Shared stakeholders of a social issue domain (Gray, 1989; Trist, 1983)
- <sup>2</sup> Austin & Seitanidi, 2012
- <sup>3</sup> Kapucu & Demiroz, 2013; Letts, Ryan, & Allen, 1999; Shumate, Cooper, Pilny, & Pena-y-lillo, 2017; Staber & Sydow, 2002; Strichman, Bickel, Marshood, 2008